

Vision

Transforming lives through education by focusing on the heart and mind

Mission

Empowering struggling students to become contributing members of their communities through academics, job training and faith-based character education

Purpose

State-accredited alternative school created to support the public schools by educating and transforming the lives of their most struggling students

Public School Partnerships

- Over 60 public school contracts
- Dropouts are recruited and enrolled in public schools – serviced at the Crossing School of Business & Entrepreneurship
- Students have the option to attend if expelled or having difficulty in school

Services Offered

- Accredited High School diploma with Internships, Work Teams and Micro Business job training opportunities
- Parent and Student Support Groups, Service Learning, and Job Training Programs

Enrollment History

- January 2004 – 1 state accredited school with 6 students and 2 teachers
- 2015-16 school year – 28 facilities and anticipate serving over 2,400 students with 150 staff

Finances

- \$5,500 or 95% of state approved ADM tuition rate and complexity index grant reimbursement per student for transfer of tuition from public schools
- \$7.5 million annual budget; revenue includes 65% public school tuition transfer, 25% vouchers and 10% private donations

Curriculum

- 70% mastery utilizing Apex web-based software, aligning with Indiana Academic Standards
- 50% of direct instruction is through software and 50% is in small learning groups
- 4 Core Areas: Academics, Character, Leadership, and Careers

Data

- 436 graduates in the last five years with over 5,200 students being serviced
- 77% of students received a non-waiver, regular high school diploma
- Data driven school with ACUITY serving as primary assessment tool

Transforming Lives
Through Education
by Focusing on the
Heart and the Mind.



April 1, 2014

To Whom It May Concern:

I had the privilege of hearing Rob Staley speak on the subject of *the Crossing* last year and was extremely impressed with what this school is doing to impact the lives of students that have had trouble with traditional education programs. I was extremely motivated by what Mr. Staley shared about the school and the faith based environment that gives the students a sense of family and works to equip them with the necessary skills to be productive members of society.

After discussing *the Crossing* with members of our team, we joined the school as a workplace for students to get real life work experience as part of their educational credit. The program is well planned and due to excellent coaching from *the Crossing* staff and very specific rules as to what is expected from the student in the workplace it has proven to be very successful. We have seen this program give students skills and confidence in the workplace, plus our employees have been impacted through working with the students and realizing they can also play an important role in helping them to make good choices during this transitional time in their lives.

I believe that Indiana is very fortunate to have an organization like *the Crossing* that is transforming young lives that could otherwise be lost. I have met some of the students and can see how *the Crossing* is changing their lives, giving them hope, and preparing them for a path of success. I hope that the formula of success that *the Crossing* has provided could be used in many states across the country.

Sincerely,

Terry Valmassoi
President

DEKALB COUNTY EASTERN COMMUNITY SCHOOL DISTRICT

300 East Washington Street • Butler, IN 46721 • 260-868-2125 • FAX 260-868-2562

January 29, 2013

To Whom It May Concern:

During the 2008 – 09 school year, we began searching for an alternative education program. We knew there were selected high school students we were not reaching who needed a different environment than our traditional seven period day. My high school administration discovered The Crossing and was impressed with the family atmosphere and faith based approach. School board members visited existing sites and were enthralled by the faculty and interaction. We opened The Crossing doors to our students in the beginning of the 2009-10 school year. Due to a unique set of circumstances, I was approached with the concept of hosting a Crossing site outside our geographical borders.

During the summer of 2011, The Crossing identified a need in the Fort Wayne community. Unfortunately, they were unable to find a local education agency willing to sponsor the program. I was approached and asked if DeKalb Eastern had any interest in offering The Crossing services. The Crossing anticipated enrolling between 50 – 100 students. My high school enrollment was around 450 so these additional students could have greatly influenced my high school's accountability grade and standing.

My high school administrative team accepted the challenge of developing enrollment criteria that allowed students needing The Crossing services to enroll while mitigating the impact their testing would have on Eastside's scores. After one and one-half years of operation, I can proudly say, The Crossing and DeKalb Eastern have made a difference in the lives of students outside our attendance area. This impact occurred without negatively impacting our grade as assigned by the Department of Education or overall graduation rate.

The Crossing has and continues to be a great partner who excels at meeting the unique needs of a certain population. We would encourage all districts that have students who simply do not fit in a traditional high school setting to look at this program. Your students will appreciate your consideration and diligence.

Sincerely,



Dr. Jeffrey F. Stephens
Superintendent

It is the mission of DeKalb County Eastern C.S.D., in concert with the community, to provide all learners with skills to adapt intellectually and socially to their changing environment.





CROSSING SCHOOL OF BUSINESS & ENTREPRENEURSHIP

2010 - 2016 School Years All CEC Campuses

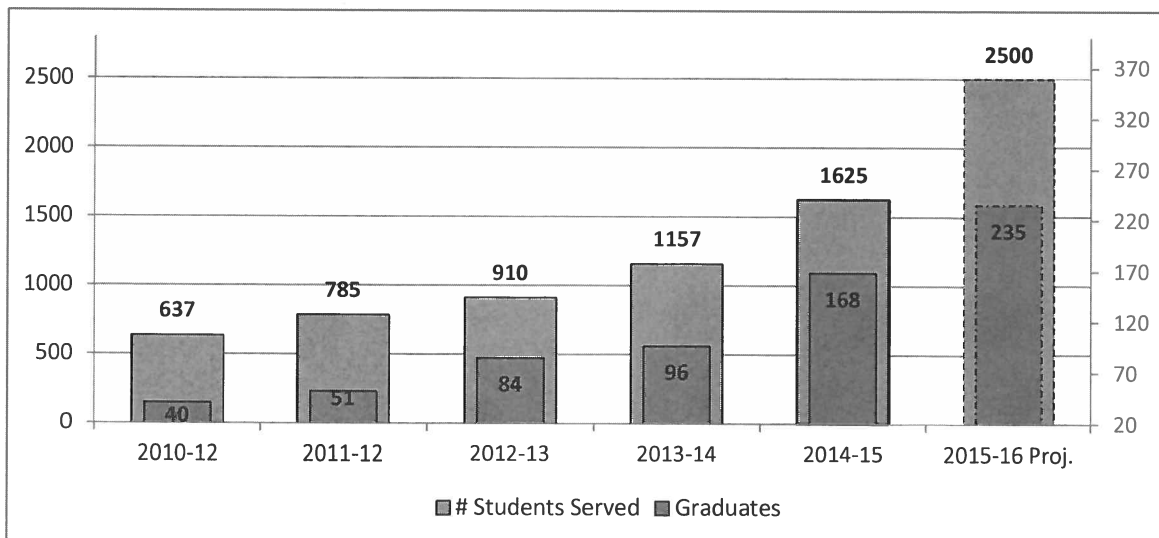
Academics Area	2010-11 End of Year	2011-12 End of Year	2012-13 End of Year	2013-14 End of Year	2014-15 End of Year	2015-16 Semester 1
# Students Served	637	785	910	1157	1625	1370
Free and Reduced	75.0%	79.0%	76.0%	71.0%	68.3%	65.8%
Attendance Rate	84%	86%	84.0%	84.0%	85.1%	81.5%
Retention	81%	82.40%	87.0%	84.0%	78.2%	88.8%
Credits Earned at 80% Mastery	2166	2685	3668	4721	5820	3268
Average Credits / Student (FTE)	3.84	3.84	4.52	7.84	7.02	3.34
Graduates	40	51	84	96	140	28

Leadership Area	2010-12 End of Year	2011-12 End of Year	2012-13 End of Year	2013-14 End of Year	2014-15 End of Year	2015-16 Semester 1
Service Learning Hours	Did Not Track	4998	6742	8867	9880	9880

Careers Area	2010-2011 End of Year	2011-12 End of Year	2012-13 End of Year	2013-14 End of Year	2014-15 End of Year	2015-16 Semester 1
Full Day % (all students)	Did Not Track	Did Not Track	Did Not Track	Did Not Track	18.70%	29.40%

Character Area	2010-2011 End of Year	2011-12 End of Year	2012-13 End of Year	2013-14 End of Year	2014-15 End of Year	2015-16 Semester 1
Student Engagement Hours	Did Not Track	Did Not Track	8640	6667	8880	6016

Students Served & Graduates



Crossing School of Business & Entrepreneurship

Enrollment Criteria

Each School Corporation has the opportunity to determine their enrollment criteria for "eligible students" to attend the Crossing. The following is a combination of criteria that have been used previously by other School Corporations.

1. "Eligible students" shall be defined as:
 - a. ages 14-20,
 - b. dropped out of school
 - c. those assigned to homeschool
 - d. struggling in the traditional school environment and/or expelled
 - e. surrounding school districts students are eligible for open enrollment under the contracted schools ADM
 - f. students enrolling after Thanksgiving who do not meet the 162 minimum days enrolled which will not affect the data of the home school
 - g. any student who did not graduate in the Spring of their Senior year may be given the opportunity to meet graduation requirements by October.

Public School Partnerships

1.	Anderson Community Schools
2.	Argos Community Schools
3.	Baugo Community Schools
4.	Beech Grove City Schools
5.	Bremen Public Schools
6.	Carroll Consolidated School Corp
7.	Center Grove Comm Schools
8.	Clark-Pleasant Com School Corp
9.	Clinton Central School Corp
10.	Clinton Prairie School Corp
11.	Community Schools of Frankfort
12.	Concord Community Schools
13.	Daleville Community Schools
14.	DeKalb Co Eastern Com Sch Dist
15.	Eastern Howard School Corp
16.	Eastern Pulaski School Corp
17.	Eastbrook Community Schools
18.	Elkhart Community Schools
19.	Fairfield Community Schools
20.	Frontier School Corporation
21.	Goshen Community Schools
22.	Greenwood Comm School Corp
23.	Hamilton Heights School Corp
24.	Hamilton Southeastern School Corp
25.	House of Hope
26.	John Glenn School Corp
27.	Knox Community School Corp
28.	Kokomo-Center Twp Con Sch Corp
29.	Lebanon Community School Corp
30.	Marion Community Schools
31.	Middlebury Community Schools

32.	Monroe-Gregg School District
33.	Mooreville Cons School Corp
34.	MSD Decatur Township
35.	MSD Martinsville Schools
36.	MSD Warren Township
37.	Noblesville Schools
38.	North Judson-San Pierre School Corp
39.	Northwest Allen County Schools
40.	Northwestern School Corp
41.	Oregon-Davis School Corp
42.	Penn-Harris-Madison Sch Corp
43.	Plymouth Community Sch Corp
44.	Sheridan Community Schools
45.	South Adams Schools
46.	Tippecanoe School Corp
47.	Tipton Community School Corp
48.	Triton School Corp
49.	Twin Lakes School Corp
50.	Union-North United Sch Corp
51.	Wa-Nee Community Schools
52.	Wawasee Community School Corp
53.	West Central School Corp
54.	West Noble School Corporation
55.	Westfield Washington



School Services Primary Agreement
[School Corporation] – Crossing National, Inc.
July 2015 - June 2017

This Agreement is between the Board of School Trustees of [School Corporation], (hereinafter called the "School Corporation") and Crossing National, Inc. (hereinafter called "The Crossing"), its employees, agents, assignees, and subcontractors.

1. The Parties. ***The Parties to this Agreement are:***

- a. The Crossing. The Crossing, with its administrative office located at 2930 S. Nappanee St., Elkhart, IN 46517, is a private faith-based organization; and
- b. [School Corporation]. The [School Corporation] is an Indiana public school corporation with its administrative offices located at [address].

2. Nature of Agreement between The Crossing and the School Corporation. The Crossing hereby agrees to provide alternative educational services designed to address the needs of "eligible School Corporation students". For purposes of this Agreement, "eligible School Corporation Students" shall be defined as:

- struggling students who have not been successful in the traditional school environment
- between the ages of 14-20
- who have dropped out of school
- assigned to homeschool
- who have been expelled, or
- other eligible students identified by the School Corporation

The School Corporation agrees to enroll any student who lives within the School Corporation's District that has been identified as a dropout or who has been transferred to home school prior to Average Daily Membership (ADM) count day. Pursuant to I.C. § 20-33-2-22(b)(2) the School Corporation will provide The Crossing with a current drop out list upon presentation of a written request.

3. Scope of Services to be Provided by The Crossing. The Crossing is designed for students who work better in a small, self-paced environment with individual assistance. The Crossing's curriculum primarily focuses on academics and job training programs designed to produce character and leadership development. The Crossing agrees that it will function as a dropout recovery program and will provide educational services to the eligible School Corporation students. The School Corporation agrees that it will pay The Crossing an agreed upon fee for these educational services. The Crossing agrees that its instructional services are and will be aligned with the Academic Standards promulgated by the Indiana Department of Education. The Crossing further agrees that it will maintain its accreditation with the Indiana State Board of Education for the life of this Agreement. In addition, the Crossing agrees that the educational services provided pursuant to this Agreement will be provided in a small setting with a low student-teacher ratio, for three (3) hours each day, and report cards will be provided to the parent(s) or

guardian(s) of School Corporation students enrolled in the Crossing's program every quarter.

4. Calculation of Tuition Payments. The School Corporation will pay The Crossing an annual "Per Capita Fee" of 95% of its state approved ADM tuition rate and Complexity Index* or \$5500, whichever is greater, subject to the following conditions:
 - a. Beginning July 2015, the School Corporation will pay The Crossing monthly installments. Each installment shall be due on the fifteenth (15th) day of each month.
 - b. The minimum fee shall be calculated based on forty (40) students (see Exhibit B- "Payment Schedule"). An annual technology license fee of \$3,000 will be billed and due with the first installment of each contract year.
 - c. Monthly billing will be based on the greater of the actual enrollment or the minimum of 40 students (as outlined in 4b). If the actual enrollment in August or September exceeds the minimum paid on Installments 1 and 2, the School Corporation shall pay The Crossing the difference in cost between the minimum and the actual enrollment.
 - d. Students enrolled as of the Average Daily Membership (ADM) count date in September, will become the base enrollment figure for purposes of calculating the student fee if greater than the minimum of 40 students. The new fee will be due with the Installment 4, billing, and each subsequent month. The base enrollment will be reset after the February count day to the greater of the actual enrollment or the minimum of 40 students.
 - e. In the event the School Corporation approves additional students which exceeds the September or February ADM count, the School Corporation will be billed an additional monthly fee per student (see Exhibit B- "Payment Schedule") above the September and February ADM count. Any student in excess of the September or February ADM count enrolled prior to the 15th of the month will be billed the full monthly fee and students above the September or February ADM count enrolled after the 15th of the month will be billed at one-half of the monthly fee.
5. School Corporation Monies Limited to Secular Purposes. The Crossing agrees that the monthly tuition payments received from the School Corporation, as set out in paragraph 4 above, will not be directed to any aspect of The Crossing's curriculum or program of services that is religious in nature.
6. Notice of Spiritual Component. The Crossing agrees to notify any prospective student and his/her parent(s) or guardian(s) with the disclosure/acknowledgement form attached as Exhibit A ("Spiritual Component Disclosure Parental/Guardian and Student Acknowledgement"), to be signed as acknowledgement of notification and consent that The Crossing's Family Time component of the educational program may be faith-based, and may involve the discussion and inculcation of religion. The Crossing agrees that no School Corporation student will be permitted to attend The Crossing without first obtaining the written agreement and consent of the student and the student's parent(s) or legal guardian(s).

7. Student Records and Recordkeeping. All student education records, including, but not limited to, data, ISTEP and ECA scores, attendance records, and academic credits for the School Corporation students, will be associated with the School Corporation and The Crossing agrees to facilitate the reporting of any and all student data to the School Corporation. A student's cumulative education records will be maintained by the School Corporation. In addition, student grade and credit accounting will be provided through the School Corporation. The School Corporation will accept the grades and credits as awarded through The Crossing.
8. Compliance with Federal Statutes. The Crossing agrees that the student education record that it receives from the School Corporation as well as those education records The Crossing generates are confidential under the Family Educational Rights and Privacy Act (FERPA) and the Individuals with Disabilities in Education Improvement Act (IDEIA) and may not be disclosed except as specifically set forth in these Acts. The Crossing agrees to abide by all FERPA and IDEIA requirements concerning the maintenance and confidentiality of and disclosure of information from student educational records, and The Crossing represents that it has procedures in place to protect the privacy of information contained in student records. The School Corporation shall have the right to inspect The Crossing's student recordkeeping procedures to ensure compliance with the terms of this Agreement and with all applicable state and federal laws governing education records. The School Corporation agrees to obtain authorization from the student's parent(s) or guardian(s) so that The Crossing and its employees may access a student's records. The Crossing agrees to refer any requests from third parties for access to a student's records or to personally identifiable information contained with a student's records to the School Corporation and expressly agrees not to disclose such records or information to third parties unless explicitly authorized in writing by the School Corporation or the parent/ legal guardian.
9. Transportation. Neither The School Corporation nor The Crossing is responsible to provide bus transportation for students attending The Crossing.
10. Students with Disabilities. Students with disabilities are eligible to be enrolled in The Crossing, provided this is the recommendation of the case conference committee, approved by the parent(s) or guardian(s), and authorized by the School Corporation. The Crossing will participate in any and all case conference meetings. Students will not be eligible to enroll if classified as MICD, Moderate, Severe or Profoundly Mentally Disabled, or similar equivalent, or with an IQ below 70. The School Corporation will keep their special education funding and assume all responsibilities including writing and implementing IEP's. In this instance, the Crossing will act as a teacher of service.
11. Students Dismissed from The Crossing. In the event a student is dismissed from The Crossing, The Crossing will provide the School Corporation with written notice of such dismissal within five (5) school days thereafter. The Crossing will operate under its own policies and guidelines regarding discipline issues.
12. Insurance. The Crossing will provide the School Corporation with evidence that it has comprehensive general liability insurance and school leaders errors and omissions coverage, including bodily injury and property damage coverage in the amount of \$1,000,000 per occurrence, \$3,000,000 aggregate with an insurance carrier with a minimum AM Best Rating of A-, VII. Auto liability coverage with a limit of \$1,000,000 is

also required. The policy shall name the School Corporation as an additional insured and include a waiver of subrogation in favor of the School Corporation. The coverage shall protect against the acts or omissions of The Crossing, its officials, employees, and agents. Proof of workers compensation coverage for the state of Indiana should also be noted on the certificate including a waiver of subrogation. The Crossing agrees to provide, prior to the start of each policy period, a copy of the certificate of insurance showing that the School Corporation is an additional insured. The obligations of the School Corporation under this Agreement arise only upon The Crossing's delivery of this certificate of insurance. The Crossing agrees that it will maintain such coverage during the term of this Agreement. The Crossing shall immediately forward to the School Corporation any notice of cancellation or non-renewal of coverage that it receives from its insurer and shall provide immediate notice of any actual cancellation or non-renewal. The Crossing shall not refuse to submit a claim to its insurance carrier or fail to pursue insurance reimbursement in a manner that would reduce the School Corporation's indemnity rights under this Agreement.

13. Indemnity. The Crossing hereby agrees to protect, indemnify, and hold harmless the School Corporation and its board members, officers, agents, attorneys, and employees from every liability, claim lawsuit, demand, right of action, loss, cost, damage or expense (including attorney's fees) for any and all injury, death, or damage of any kind which arises out of, is connected with, or relates to this Agreement and any act or omission on the part of The Crossing.
14. Independent Contractor. The School Corporation and The Crossing agree that The Crossing's relationship to the School Corporation shall be that of an independent contractor and not as an agent, employee, partner, or joint venture and that the employees or agents of The Crossing shall not be deemed or construed to be employees of the School Corporation for any purposes whatsoever. The Crossing will maintain workers compensation coverage for its employees and shall provide evidence of workers compensation insurance within ten (10) day of request and in no event less than annually.
15. E-Verify Compliance. Pursuant to I.C. § 22-5-1.7 (the "E-Verify Statute"), The Crossing will verify the work eligibility status of all newly hired employees of The Crossing through the E-Verify Program ("Program") as defined in the E-Verify Statute.
16. Term. This agreement will be in effect from July 15, 2015 to June 30, 2017. This Agreement constitutes the entire agreement between the parties and no modification shall be effective unless an amendment is submitted in writing and signed by the parties.

*State approved ADM tuition and Complexity Index amounts are subject to change; based upon published IDOE financial updates each July.

IN WITNESS WHEREOF, the parties have executed this Agreement on the day first mentioned above.

By: _____
(Signature of Superintendent of [School Corporation]) (Date)

(Signature of Chief Executive Officer of The Crossing) (Date)

Crossing National, Inc.
NON-DISCRIMINATION POLICY

Crossing National, Inc. admits students of any race, color, national origin, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national origin, and ethnic origin in administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school-administered program.

**For the Board of School Trustees of the
[School Corporation]**

Board President

Date

Attest:

[Additional Signature]

Date



Exhibit A to School Services Agreement
[School Corporation]/Crossing National, Inc.

**The Crossing Education Program Spiritual Component Disclosure
Parental/Guardian and Student Acknowledgement**

By our signatures below, we affirm that: (a) we understand that education at The Crossing includes a spiritual component; (b) we, the parent(s)/guardian(s) of the student identified below, elect to have our student attend The Crossing; (c) I, the student identified below, elect to attend The Crossing; (d) we wish the School Corporation to pay to The Crossing the required tuition for The Crossing's education services.

Disclosure:

1. The Crossing educational program focuses on four (4) components of the student: Academic, Physical, Emotional, and Spiritual.
2. All students are expected to attend "Family Time," which is part of our daily instruction (roughly half an hour of three hours of daily class time) and involves discussion of topics including spiritual matters. Discussions during "Family Time" will on a regular basis (although not always) include references to the Bible as a source of wisdom, guidance and inspiration in dealing with life issues.
3. Students will not be coerced or pressured to believe in God. If a student elects to leave during a Family Time discussion involving spiritual matters, there will be no punishment or disapproval, but the student must remain at the school and use the time on school matters, under the supervision of a teacher.
4. The core values of The Crossing are: Relationships, Empowerment, Love, Integrity, and Truth. These values are part of our culture. We believe that educational success depends on emotional commitment to good values, and that spirituality can be a key source of strength, especially if practiced regularly through discussions of Biblical concepts, prayer, and open dialog.

Parent/Guardian

Date

Parent/Guardian

Date

Student

Date

Crossing National, Inc.
NON-DISCRIMINATION POLICY

Crossing National, Inc. admits students of any race, color, national origin, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national origin, and ethnic origin in administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school-administered program.



**Exhibit B to School Services Agreement
[School Corporation]/Crossing National, Inc.**

Sample Payment Schedule

*Payment Schedule for July 2015 – June 2016 agreement to be submitted with installment 1 billing on July 15, 2015

Primary Contract Billing Instruction Sheet for 2015-16 School Year

Contract Minimum _____

ADM Fall _____

ADM Spring _____

Install. #	Invoice Generation Date	Actual Month of Service	Invoice Due Date	Rate	Quantity	Invoice #	Student Count
1	6/25/2015	Aug	7/15/2015	2014 ADM - \$	Minimum + \$3,000 Tech/Lic Fee		
2	7/25/2015	Sept	8/15/2015	2015 ADM - \$	Minimum		
3	8/25/2015	Oct	9/15/2015	2015 ADM - \$	Actual enrollment back to start dates		
4	9/25/2015	Nov	10/15/2015	2015 ADM - \$	ADM count from Sept AND adjustments back to start dates (only over minimum)		
5	10/25/2015	Dec	11/15/2015	2015 ADM - \$	Sept ADM Count		
6	11/25/2015	Jan	12/15/2015	2015 ADM - \$	Sept ADM Count		
7	12/20/2015	Feb	1/15/2016	2015 ADM - \$	Sept ADM Count		
8	1/25/2016	Mar	2/15/2016	2015 ADM - \$	Sept ADM Count		
9	2/25/2016	Apr	3/15/2016	2015 ADM - \$	February ADM Count		
10	3/25/2016	May	4/15/2016	2015 ADM - \$	February ADM Count		
11	4/25/2016	Jun	6/15/2016	2015 ADM - \$	Over the February ADM Count ONLY for Installments 9 & 10		

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CROSSING EDUCATIONAL CENTER

SCHOOL CALENDAR

July 2015 - June 2016

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

July
 14-15 - Principals & Directors Retreat
 20-21 - Campus Administrator Retreat
 23 - New Staff Training
 27 - Spiritual Retreat
 28 - Regional Training Day
 22, 24, 29 - Campus Work Days (1 paid)
 30 - First Qtr. Begins-First full day for students

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Aug.

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Sept.
 7 - Labor Day - School Closed
 8 - Staff Development
 21 - 25 - Acuity Assessments

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Oct.
 2 - End of First Qtr.
 5-16 - Fall Break - School Closed
 19 - Report Cards Mailed
 15-16 - Staff Dev. - No School (2 paid)
 19 - Second Qtr. Begins-First Day for Students

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Nov.
 9-13 - Parent Teacher Conference week
 25-27 - Thanksgiving Break - School Closed

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Dec.
 8-17 - ECA Assessments
 18 - End of First Semester
 12/21-01/08 - Christmas Break-School Closed

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Jan.
 4 - Administration Retreat
 5 - Campus Administrator Retreat
 6 - Spiritual Retreat
 7-8 - Regional & Local Staff Dev. (1 paid)
 11 - Third Qtr. Begins - First Day for Students
 18 - First Semester Report Cards Mailed
 18 - MLK Day of Service, school in session

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

Feb.

15 - President's Day & Staff Dev. - School Closed

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Mar.

3/21 - 4/8 - Snow Make-Up Days & 1 Week Spring Break
 Based on local school system
 One day of staff development during spring break

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Apr.

1 - Third Quarter Ends
 11 - Fourth Qtr. Begins - First Day for Students
 12 - Report Cards Mailed

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

May

9-13 - Parent Teacher Conference week
 10-19 - ECA Assessments
 30 - Memorial Day - School Closed

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

June

10 - Last Day of School-End of 2nd Semester
 10-11 - Graduation (Dates for each region TBA)
 13 - End of School Year Staff Celebration
 6/13 - 07/15 - Summer Break



5	School Closed
	Staff Development - No School for Students
(Bold)	Grading Periods/Report Cards
	Parent Teacher Conference Week
5	Spring Break & Snow Make-up Days

Q 1 45 Q 2 42 Q 3 49 Q 4 44

Staff - 190 Students - 180



GREATER FORT WAYNE Business Weekly

NOVEMBER 29-DECEMBER 5, 2013

Daily updates at www.fwbusiness.com

\$1.00

The most valuable lesson is hope

The Crossing works with Master Spas to give students job training

BY BARRY ROCHFORD

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Travis Anderson knew something had to change.

As a freshman at Snider High School, he just couldn't keep up. The books, the class work — he struggled to keep his head above water. Graduation didn't seem like a realistic possibility, especially with a GPA hovering around 1.4.

"My family and I were looking into alternative schools. And just as I was about to say screw it and give up, my grandma called my mother and told us about the Crossing," Anderson, 18, said. "My dad and I went out there with my cousin and we checked into it, and I enrolled the next day and I've been here ever since. I love it."

When the opportunity came to take part in a job-training program at Master Spas Inc. in Fort Wayne, "I jumped right on it," he said.

To the point that Anderson kept bugging his teacher about it. And when he finally did arrive on the Master Spas production floor with his fellow Crossing Educational Center students, outfitted in matching fluorescent-orange T-shirts, he took quickly to the task at hand.

"Once I saw the gist of what we started out doing, which was rolling the big master tubs, I jumped right in — we all jumped right in — and took off doing it," he said.

Master Spas has partnered with Crossing Educational Center's Fort Wayne campus to give students like Anderson

— those who thought school wasn't for them, those who have dropped out, those who have struggled with drugs, those who have been in gangs and watched friends and family members go to prison or worse — not only relevant, valued work skills, but something greater.

Hope.

"I can see the difference they're making to try to teach them life skills, show them that they can be loved," said Terry Valmassoi, Master Spas' president.

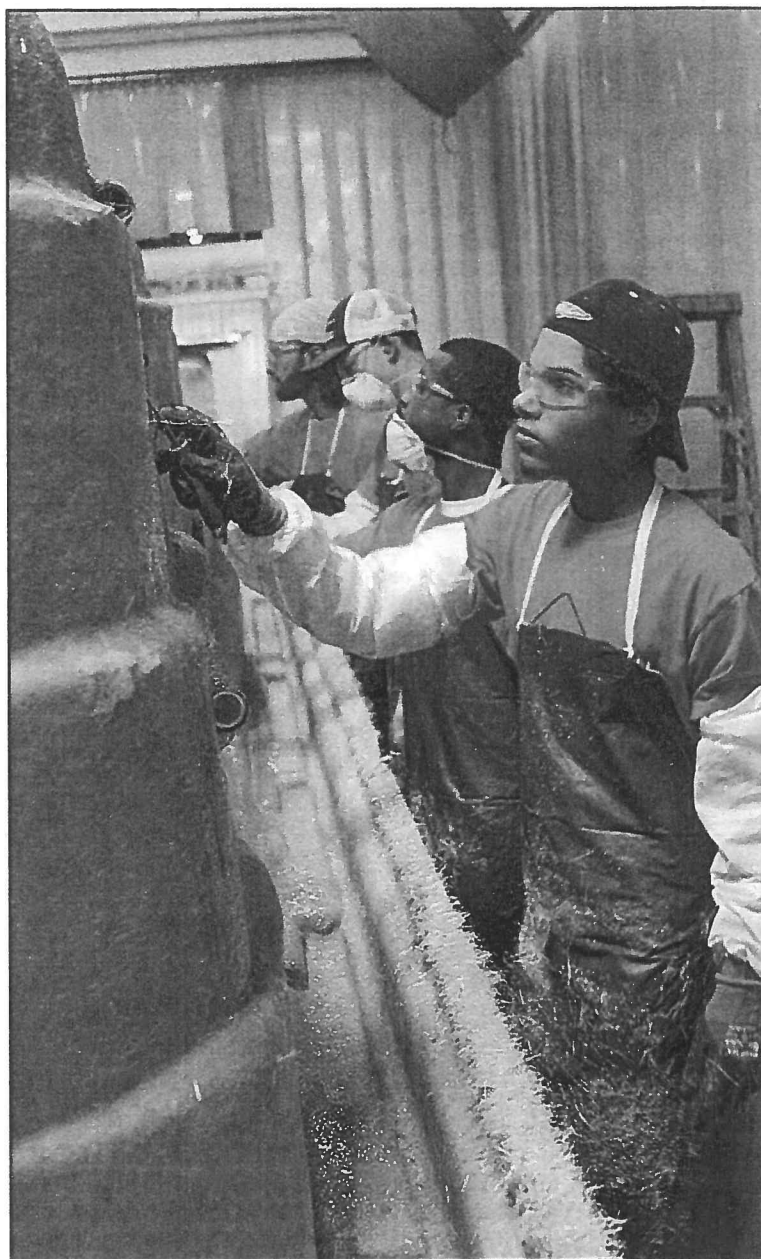
Crossing Educational Center was founded in 2003 by Executive Director Rob Staley, who for 20 years was an administrator and principal at Concord High School in Elkhart.

The Elkhart County sheriff one day invited Staley to come talk to some of the jail inmates. Staley recognized many of the faces; they'd been in his classrooms. After enough discussions during which Staley asked them how they would operate a school, he decided to start Crossing Educational Center, often simply referred to as the Crossing.

The state-accredited nonprofit school has grown since 2003 to include 15 campuses in Indiana, and it has contracts with 34 school districts. Its Fort Wayne campus, which has about 100 students and opened three years ago, operates out of the Youth for Christ Primetime Community



Staley



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From right, Isaac Harris, D.J. Spears, Zack Kerley and Crossing Educational Center team leader Tim Kruse roll fiberglass on a swim spa at Master Spas Inc. in Fort Wayne.

Center near South Side High School.

Crossing students earn credits by completing online courses at their own pace. They also receive faith-based mentoring and are required to take part in job-training programs. In addition to Fort Wayne, the Crossing has northeast Indiana campuses in Butler, Ligonier, Nappanee, Pierceton and Goshen.

Through Indiana's open-enrollment law, Fort Wayne Crossing students are enrolled with East Noble School Corp., which then passes the school funding to Crossing Educational Center.

"We're pulling in kids who have really probably gone through almost every education program offered in the city and they have just failed miserably for one reason or another," Staley said.

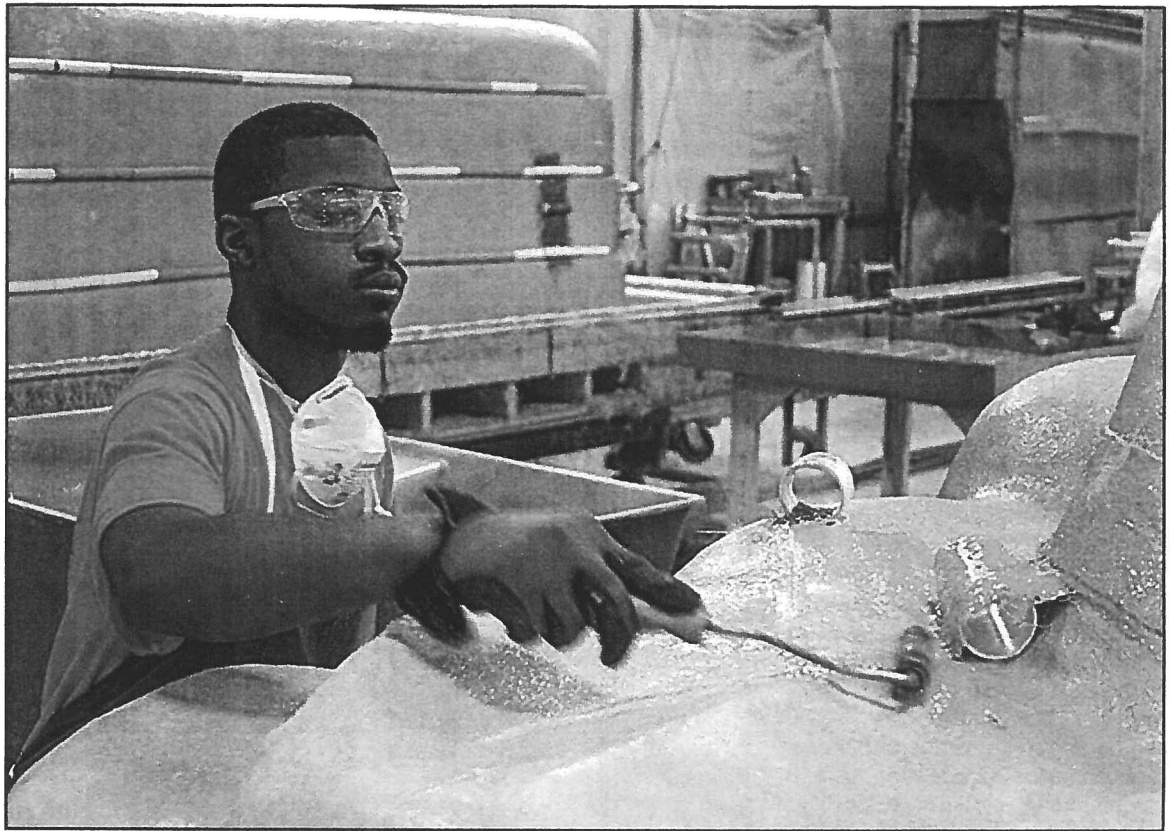
Crossing educators take to the streets to find students. They hang out in parks, go to basketball games, visit community centers. Much of the Crossing's enrollment is driven by word of mouth, through people like Anderson's grandmother.

About six months ago, Valmassoi was at a business forum where Staley was the guest speaker. Staley's account of the Crossing's mission to educate struggling students struck a chord, and Valmassoi decided Master Spas needed to get involved.

The only question was how. So Valmassoi asked Michael Rees, director of manufacturing at Master Spas, and some other employees whether the company, which is one of the country's biggest producers of hot tubs and swim spas, could make job training available to the Crossing's Fort Wayne students. They walked the production line, ruling out any job too dangerous or too highly skilled.

This fall, during the Crossing's first quarter, students began working three-hour shifts at Master Spas' Fort Wayne factory, rolling fiberglass insulation on hot tubs and swim spas that each retail for several thousand dollars and detailing them once they rolled off the production line.

Rolling the fiberglass insulation is part of the lamination



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DJ. Spears uses a roller to smooth out the fiberglass that's been applied to a spa.

process, which helps ensure the hot tubs and swim spas can reach and hold the user's desired temperature.

"It has to be done correct. You can't deviate from it. You have to learn the process," Rees said.

Just because they're students doesn't mean Master Spas is lenient when it comes to their work. Each work crew is supervised by a Crossing team leader and a Master Spas employee who make sure they know how to do the job right.

"That's exactly why this is working because the leadership and all the way down to the employees at Master Spas have made this model work because they believe in the program," Staley said.

Far from being overwhelmed, the Crossing students quickly became adept at rolling. Some even showed enough promise that they were taught how to use the chopper gun, a machine that shoots the mixture of fiberglass and resin onto the molded hot tubs and swim spas.

"That is an extremely skilled position; that is a skill they can use at any fiberglass facility

anywhere in the world," Rees said.

"We didn't expect that. We didn't anticipate them being able to learn that."

The Master Spas work program, which began training a second group of students in November, is the first the Crossing has developed in Fort Wayne, but it falls under an umbrella of work-readiness initiatives provided to students at its various campuses. In addition to training programs with other companies, the Crossing has started its own microbusinesses, including a tree-service business and a lumber yard in Goshen.

The job training provides students with real-world skills. It also helps nudge them to think more about their futures than the challenges they faced in the past.

Staley said: "The big thing that's going on here is the kids are regaining hope, and then they gain a purpose and then they have an identity. And pride."

Since he started attending the Crossing 2 1/2 years ago, Travis Anderson's GPA has risen to about 3.0, he said. He's on track to graduate next spring, and he's

considering enlisting in the Navy or the National Guard.

He acknowledged that at times he still struggles to stay motivated, but with graduation nearing, each day gets a little bit better.

"That's one thing I like about the Crossing," he said. "They help you out one on one, whether it's in school or out of school. The teachers really help you keep going."

For its part, Master Spas' involvement in the job-training program, born initially from a desire to help at-risk students, could result in something that one day helps its bottom line: more skilled workers.

"When they graduate, if they want a job, all they have to do is come back through those doors and they've got a job here because we know that they have the experience and they've already gone through the program, and they've already been trained," Rees said. "They're ready to step into the job and start off."

Staley smiled when he heard that.

"That's music to my ears," he said.